



Course Addendum: Changes to 2020/21 Teaching In Response to Covid-19

Whilst we hope to deliver as much activity on-campus as possible, the government’s guidance and social distancing measures will inform how much teaching we can deliver face-to-face in the 2020/21 academic year. Working to government guidelines we have adapted the delivery of our courses to a model of blending learning, which consists of a mix of online and on-campus activities. We are equipped to move between blended learning to fully online, or face-to-face, as the Covid-19 situation evolves.

The learning outcomes of your course remain the same but there are changes to its delivery, assessment and structure, as set out in the Changes section of this document. The subsequent pages of this document contain the original teaching and learning schedule of this course, for your reference.

24th July 2020

Course Details

Course Title(s)	
4680	BA (Hons) Business Management (FT)
4681	BA (Hons) Business Management with Accounting (FT)
4685	BA (Hons) Business Management with Enterprise & Entrepreneurship (FT)
4686	BA (Hons) Business Management with Finance (FT)
4683	BA (Hons) Business Management with Economics (FT)
4687	BA (Hons) Business Management with HR (FT)
4688	BA (Hons) Business Management with Law (FT)
4689	BA (Hons) Business Management with Marketing (FT)
4692	BA (Hons) Business Management with Project Management (FT)
4695	BA (Hons) Business Management (PT)
Module	See below
Module Lead	Various – See below
Shared Modules?	BBS_4_COM Concepts of Management BAF_4_FAF Financial Accounting Fundamentals AFE_4_AFM Accounting & Finance for Managers BBS_4_PRM Principles of Marketing BBM_6_SML Strategic Management and Leadership BBS_6_MLS Managing and Leading SMEs BAF_6_FRE Financial Reporting BAF_6_MFI Managerial Finance BBS_6_ESI Entry Strategies for International Markets

Changes to the mode of delivery and course composition

Module code and name	Changes to delivery mode	Changes to contact hours
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<p>Level 4</p> <p>All Courses:</p> <p>BBS_4_COM Concepts of Management</p> <p>Module Leader: Dr Helen Ismael</p>	<p>All lectures and coaching online and tutorials face-to-face</p> <p>2 hours per week online (lecture)</p> <p>2 hours per week face to face (seminar).</p> <p>2 hours per weeks online over 6 weeks (coaching)</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BA (Hons) Business Management with Accounting and BA (Hons) Business Management with Finance only:</p> <p>BAF_4_FAF Financial Accounting Fundamentals</p> <p>Module Leader: Usha Mistry</p>	<p>All lectures and tutorials delivered online.</p> <p>2 hours per week online lecture</p> <p>2 hours per week online seminar</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>All Courses [Except BA (Hons) Business Management with Accounting and BA (Hons) Business Management with Finance</p> <p>AFE_4_AFM Accounting & Finance for Managers</p> <p>Module Leader: Steve O'Connor</p>	<p>All lectures and tutorials delivered online.</p> <p>2 hours per week online lecture</p> <p>2 hours per week online seminar</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A

<p>All Courses:</p> <p>BBS_4_PRM Principles of Marketing</p> <p>Module Leader: Dr Grace O'Rourke</p>	<p>All lectures online and tutorials face-to-face</p> <p>2 hours per week online (lecture)</p> <p>2 hours per week face to face (seminar)</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>Level 5</p> <p>BBS_5_BET Business Ethics Today: Social & Legal Foundations</p> <p>Module Leader: Dr Craig Duckworth</p>	<p>All lectures online and tutorials face-to-face</p> <p>2 hours per week online (lecture)</p> <p>2 hours per week face to face (seminar)</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BBS_5_MBI Managing Business and Innovation</p> <p>Module Leader: Dr Heba Younis</p>	<p>All lectures online and tutorials face-to-face</p> <p>2 hours per week online (lecture)</p> <p>2 hours per week face to face (seminar)</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BBS_5_MPB Managing the Principles of E-Business</p> <p>Module Leader: Dr Vijak Haddadi</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture</p> <p>2 hours per week online seminar</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>Level 6</p>		N/A	N/A	N/A

<p>All courses:</p> <p>BBM_6_SML Strategic Management and Leadership</p> <p>Module Leader: Dr Loua Khalil</p>	<p>All lectures online and tutorials face-to-face</p> <p>2 hours per week online lecture.</p> <p>2 hours per week face to face (seminar)</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>			
<p>All courses:</p> <p>BBS_6_MLS Managing and Leading SMEs</p> <p>Module Leader: Yehia Nawar</p>	<p>All lectures online and tutorials face-to-face</p> <p>2 hours per week online lecture.</p> <p>2 hours per week face to face (seminar)</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BA (Hons) Business Management (FT) – 4680 – Option</p> <p>BBM_6_DMS Direct and Digital Marketing Strategy</p> <p>Module Leader: Dr Barbara Czarnecka</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BA (Hons) Business Management (FT) – 4680 – Option</p> <p>BBM_6_IOL Individual and Organisational Learning and Development</p> <p>Module Leader: Fiona Wheeler</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BA (Hons) Business Management (FT) – 4680 – Option</p> <p>BBM_6_PRP PR, Propaganda & Persuasive Communications</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p>	N/A	N/A	N/A

Module Leader: TBC	No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200			
BA (Hons) Business Management (FT) – 4680 – Option BBS_6_RBS Retail Boutiques and Shopper Behaviour Module Leader: Dr Alexandra Muresan	All lectures and tutorials online 2 hours per week online lecture. 2 hours per week online seminar. No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200	N/A	N/A	N/A
BA (Hons) Business Management with Accounting (FT) - 4681 BAF_6_FRE Financial Reporting Module Leader: Joe Adomako	All lectures online and tutorials face-to-face 2 hours per week online lecture. 2 hours per week face to face (seminar) No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200	N/A	N/A	N/A
BA (Hons) Business Management with Finance (FT) – 4686 BAF_6_MFI Managerial Finance Module Leader: Vijay Lee	All lectures and tutorials online 2 hours per week online lecture 2 hours per week online seminar No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200	N/A	N/A	N/A
BA (Hons) Business Management with Economics (FT) – 4683 BBS_6_ESI Entry Strategies for International Markets Module Leader: Chris Matthews	All lectures and tutorials online 2 hours per week online lecture. 2 hours per week online seminar. No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200	N/A	N/A	N/A
BA (Hons) Business Management with Marketing (FT) – 4689	All lectures and tutorials online	N/A	N/A	N/A

<p>BBM_6_COB Consumer Behaviour</p> <p>Module Leader: David Capper</p>	<p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>			
<p>BA (Hons) Business Management with HR (FT) – 4687</p> <p>BBM_6_RER Resourcing and Reward</p> <p>Module Leader: Dr John Opute</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BA (Hons) Business Management with Law (FT) – 4688</p> <p>BBS_6_LBU Legal Business Management</p> <p>Module Leader: Dr Cherry Cheung</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BA (Hons) Business Management with Enterprise & Entrepreneurship (FT) – 4885</p> <p>BBS_6_LAE Lean to Agile Enterprise Operations</p> <p>Module Leader: Beba Dusanovic</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A
<p>BA (Hons) Business Management with Project Management (FT) – 4692</p> <p>BBS_6_PPP Portfolio, Programme & Project Management</p> <p>Module Leader: Dr Sara Hasani</p>	<p>All lectures and tutorials online</p> <p>2 hours per week online lecture.</p> <p>2 hours per week online seminar.</p> <p>No change to the module hours: Contact hours for module: 60 Self-study hours for the module: 140 Total module hours: 200</p>	N/A	N/A	N/A

Changes to assessment strategy

Module code and name	Changes to weightings of assessment	
	Current	New
BAF_4_FAF Financial Accounting Fundamentals	Individual 90 minute closed book test	An individual short coursework assignment of five days turnaround accounting for 50% weighting which will require students to prepare final accounts for a sole trader taking into consideration all the adjustments.
BBS_5_MBI Managing Business and Innovation	CW1_75, CW2_25	<ul style="list-style-type: none"> a. A BMC of the company the student studied and researched during the semester b. A business report (1200-1500 words) about the identified company
BBS_5_BET Business Ethics Today: Social & Legal Foundations	CW1_100 SC1: Individual SC2: Individual Report	CW1_100 3,000 individual report
BBM_6_SML Strategic Management and Leadership	CW1 – 50% 15 minute - Group Presentation 2, 000 word Individual report CW2 – 50% 3,000 words Case study report	CW1 – 50% 2,000 word Individual Report CW2 – 50% 3,500 word - Individual Case study report
BBS_6_MLS Managing and Leading SMEs	CW1 – 50% 15 minute - Group Presentation 2, 000 word Individual report CW2 – 50% 3,000 words Case study report	CW1 – 50% 2,000 word Individual Report CW2 – 50% 3,500 word - Individual Case study report
BAF_6_MFI Managerial Finance	“A group coursework assignment will count for 40% of the marks for the module. This will involve preparation of a 2,000-word report as from a finance team, in respect of a financial decision. Groups will also be required to make presentations in respect of the assignment.”	An individual 1500-word coursework assignment to count for 40% of the marks for the module. This will be a substantial piece of work that will explore one or more topics of the syllabus in greater depth. It will focus on the application of theory to practice, and may require the collection and analysis of real data.
BBM_6_DMS Direct & Digital Marketing Strategy	Assessment 1 – currently this is a group presentation (30%)	Report: Critical evaluation of selected direct and digital marketing tools in the context of the client brief. (Individual, 30%); word count: 1,000 words. In the report, students will need to critically evaluate two selected tools

		of direct marketing and two selected tools of digital marketing in the context of their suitability to the case study provided in the client brief.
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Additional information

Any additional information		
Course Directors		
4680	BA (Hons) Business Management (FT)	Howard White whiteh8@lsbu.ac.uk Ann Healey [Associate] healeya2@lsbu.ac.uk
4681	BA (Hons) Business Management with Accounting (FT)	Bim Osunsami osunsamb@lsbu.ac.uk
4685	BA (Hons) Business Management with Enterprise & Entrepreneurship (FT)	Dr Vijak Haddadi haddadv2@lsbu.ac.uk
4686	BA (Hons) Business Management with Finance (FT)	Bim Osunsami osunsamb@lsbu.ac.uk
4683	BA (Hons) Business Management with Economics (FT)	Bim Osunsami osunsamb@lsbu.ac.uk
4687	BA (Hons) Business Management with HR (FT)	Eleni Meletiadou TBC – Starting September
4688	BA (Hons) Business Management with Law (FT)	Eleni Meletiadou TBC – Starting September
4689	BA (Hons) Business Management with Marketing (FT)	Dr Helen Ismael ismaelh@lsbu.ac.uk
4692	BA (Hons) Business Management with Project Management (FT)	Dr Sara Hasani hasanis2@lsbu.ac.uk
4695	BA (Hons) Business Management (PT)	Howard White whiteh8@lsbu.ac.uk Ann Healey [Associate] healeya2@lsbu.ac.uk

Original Course Specification

For reference, the following pages contain the original teaching and learning schedule of this course, prior to the changes implemented in response to Covid-19.

A. Course Information				
Final award title(s)	BA (Hons) Business Management with Accounting Business Management with Accounting [placement].			
Intermediate exit award title(s)	Cert HE (Business Management) Dip HE (Business Management)			
UCAS Code	NN24	Course Code(s)	4681	
	London South Bank University			
School	<input type="checkbox"/> ASC <input type="checkbox"/> ACI <input type="checkbox"/> BEA <input checked="" type="checkbox"/> BUS <input type="checkbox"/> ENG <input type="checkbox"/> HSC <input type="checkbox"/> LSS			
Division	Business & Enterprise			
Course Director	Howard White			
Delivery site(s) for course(s)	<input checked="" type="checkbox"/> Southwark <input type="checkbox"/> Havering <input type="checkbox"/> Other: please specify			
Mode(s) of delivery	<input checked="" type="checkbox"/> Full time <input type="checkbox"/> Part time <input type="checkbox"/> other please specify			
Length of course/start and finish dates	Mode	Length years	Start - month	Finish - month
	Full time	3 Years	September and January	June and January
	Full time with placement/ sandwich year	4 years	September and January	June and January
	Part time			
	Part time with Placement/ sandwich year			
Is this course generally suitable for students on a Tier 4 visa?	Please complete the International Office questionnaire Yes No Students are advised that the structure/nature of the course is suitable for those on a Tier 4 visa but other factors will be taken into account before a CAS number is allocated.			
Approval dates:	Course(s) validated / Subject to validation	2015		
	Course specification last updated and signed off	28/08/19		
Professional, Statutory & Regulatory Body accreditation	Association of Chartered Certified Accountants [ACCA] Chartered Institute of Management [CIMA] Institute of Enterprise and Entrepreneurs Certificate and/or Diploma in Enterprise Management [IOEE]			

	Chartered Management Institute Level 5 Diploma in Management and Leadership [CMI]	
Reference points:	Internal	Corporate Strategy 2015-2020 Academic Quality and Enhancement Manual School Strategy LSBU Academic Regulations
	External	QAA Quality Code for Higher Education 2013 Framework for Higher Education Qualifications Subject Benchmark Statements (Dated) PSRB Competitions and Markets Authority SEEC Level Descriptors 2016
B. Course Aims and Features		
Distinctive features of course	<ul style="list-style-type: none"> ❖ A wide range of current and relevant core and optional modules; ❖ Offers opportunity for students to specialise in the subject disciplines of Accounting with professional accreditation; ❖ Development of student social capital via a strong network of professional bodies, industry specialist and alumni; ❖ Maximisation of professional body accreditation; ❖ Opportunity for fully supported entrepreneurial activity; ❖ Innovative blended learning to support student attainment at level 4; ❖ Personal development coaching; ❖ Optional work placement in year 3 within an established workplace or via an enterprise start-up; ❖ Options at level 6 leading to Professional Certification; ❖ Advanced entry for suitably qualified applicants; ❖ Clear progression routes to professional qualifications or post graduate study; ❖ Located in the heart of one of the most vibrant and diverse capital cities in the world. 	
Course Aims	<p>The overarching vision of the BA (Hons) Business Management suite of courses is the creation of a high quality academic programme that provides professional opportunity in a business context, to all who can benefit.</p> <p>These courses aim to ensure that students, from any socio-economic background have an effective route to a career of their choice via a programme that integrates academic, professional and vocational opportunity.</p> <p>The programme provides students with a broadly based education in business with the themes of 'Enterprise', 'Management' and 'Professional Practice' running through the core of its structure.</p> <p>The aim of the Business Management with Accounting course is to equip students for a variety of future careers, with a subject specialism in the area of Business and Accounting.</p> <p>The course has been designed for students who want to study accountancy, but not necessarily in the breadth and depth required for obtaining</p>	

	<p>such a high level of professional body exemptions. Or for those students who do not meet the standard entry requirements for the BA (Hons) Accounting and Finance Degree. The degree therefore fills this gap by providing an opportunity for students to engage in the specialised study of accounting as part of their business management degree. Whilst providing students with the option on graduation of proceeding to further studies in the field of accountancy, or completing an appropriate professional accountancy qualification.</p> <p>The curriculum provides a broad and integrated academic foundation taught via a common first year at level 4 with increasing specialisation opportunities in the area of Accounting at levels 5 and 6.</p> <p>Business Management with Accounting aims to:</p> <ol style="list-style-type: none"> 1. Develop academically confident graduates through the provision of a supportive learning environment that nurtures understanding of Business Management disciplines, theories and issues. 2. Develop the capacity for independent thought, critical reflection, analytical and problem solving skills, entrepreneurial spirit, academic curiosity, creativity and strategic thinking in a broad business context. 3. Enhance student employability through the embedding of a cohesive blend of professional and academic skills whilst simultaneously providing explicit career support and making available opportunities for placements, internships, volunteering and networking. 4. Deliver a 'future fit' curriculum that is responsive to the rapidly changing needs of the enterprise and the contemporary business world. 5. Optimise articulation with professional bodies; providing pathways to, or development of, a successful career of choice within a profession or business. 6. Encourages students to enhance their softer skills of leadership, team work and communication using the technical languages and practices of accounting. 7. Develop the students understanding of the role and nature of accounting and finance operations and the context in which they operate. 8. Development the students' knowledge of the main current thinking, technical language and practices of accounting - including recognition, measurement, disclosure, analysis & application in financial statements; and management accounting.
<p>Course Learning Outcomes</p>	<p>a) Students will have knowledge and understanding of:</p> <p>A1: Contemporary theories and methodologies concerning business and related subjects and their application to the study of business, management and enterprise at a local and global level;</p>

	<p>A2: An appreciation of the key concepts of business and management as an aid to the process of strategy development and problem-solving in a business context;</p> <p>A3: Organisations, the external environment in which they operate, how they are managed and the future needs of organisations, including the management of change;</p> <p>A4: The economic, social, legal, cultural and ethical impact of business and management decisions on both the organisation and its environment;</p> <p>A5: The main functional areas of business, how they inter-relate and integrate with each other;</p> <p>A6: The application of digital technologies to the development and implementation of effective business and communication processes;</p> <p>A7: The role and nature of accounting and finance operations and the context in which they operate.</p> <p>b) Students will develop their intellectual skills such that they are able to:</p> <p>B1: Select and apply theoretical knowledge to identify, formulate and solve business problems and generate recommendations;</p> <p>B2: Undertake independent research into business and management issues either individually or as part of a team for projects and presentations;</p> <p>B3: Synthesise, appraise and evaluate data/evidence to develop argument and make sound judgements in accordance with basic theories and concepts of business and management;</p> <p>B4: Question orthodox/received opinion from a position of knowledge and develop own criteria and judgement in a range of business situations;</p> <p>B5: Apply technical language and practices of accounting - including recognition, measurement, disclosure, analysis & application in financial statements; and management accounting.</p> <p>c) Students will acquire and develop practical skills such that they are able to:</p> <p>C1: Demonstrate the application of knowledge through the production of a coherent business plan;</p> <p>C2: Present information to a variety of audiences in a structured business form;</p> <p>C3: Demonstrate innovation, creativity and enterprise in the application of theory to practice within business or commercial settings;</p>
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	<p>C4: Be effective in the use of information and communication technology (ICT) for business applications.</p> <p>d) Students will acquire and develop transferrable skills such that they are able to:</p> <p>D1: Plan, manage and evaluate the acquisition of new knowledge and skills as part of a lifelong learning strategy;</p> <p>D2: Demonstrate both employment potential and ability to manage future professional development;</p> <p>D3: Communicate clearly, fluently and effectively in a range of styles appropriate to the context;</p> <p>D4: Engage effectively in academic discussion and present arguments in a professional manner;</p> <p>D5: Select, apply and evaluate appropriate numerical and statistical methods for complex and open-ended tasks;</p> <p>D6: Be effective within a team environment including leadership, teambuilding, influencing and project management skills;</p> <p>D7: Be self-aware, sensitive and open to the diversity of people, cultures, business and management issues;</p> <p>D8: Exhibit abilities in leadership, team work and be able to communicate standard accounting knowledge to a non-specialist audiences.</p>
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C. Teaching and Learning Strategy

The acquisition of knowledge and understanding will be delivered through a variety of strategies.

In-class

Lectures will deliver key topic areas across the academic Levels. Where possible, guest speakers from business and academia will bring specialisms and real world contextualisation.

Interactive seminars and workshops will support the lectures and have a strong focus on small group activities to encourage the active participation of students throughout the academic year, developing peer learning, the sharing of knowledge and support amongst the diverse student body.

Examples of activities students will engage with during seminars are: question practice and case study analysis to reinforce and contextualise key lecture topics, debate and discussion. At level 4 there is greater emphasis on acquisition of knowledge of process thus question practice and repetition of process are key to learning. At level 5 the application of knowledge to case study and debate and discussion of current issues support and enhance student learning.

An integrated formative and summative assessment and feedback process are a key component to a student's independent acquisition of knowledge and understanding.

Self-managed learning

Self-managed learning activities to supplement and consolidate classroom based activity include: reading texts and relevant journals, application of knowledge to additional problem based exercises, engaging in coursework, group discussion, review of key topics and examination preparation where appropriate. Many of these activities are supported by the virtual learning environment (VLE).

Throughout the suite of Business Management courses the School intends to expand its use of technology for learning and assessment at undergraduate level through the common first year initially and then through core modules across this undergraduate suite of courses. Although there is already an expectation the every module will have a set of core materials available to students via the VLE, the School aims to use digital technology to increase academic support for students particularly at level 4; to improve the efficiency of our teaching and assessment processes; and eventually to transform student learning so that the student experience becomes truly 'blended' and extends well beyond the use of the VLE as merely a document repository.

The development of intellectual skills will be delivered via a structured and progressive strategy of support and delivered over the length of the programme.

In-class

Seminars and workshops encourage student development in this area with the application of knowledge to business case studies and real life problems to develop critical evaluation of relevant information, and problem solving skills. In class debate allows the sharing of ideas amongst peers and the evaluation of opinions within a diverse student body to enable students to develop and evaluate arguments.

At level 4 in particular, support is given to basic cognitive skills development and student research practice via the Concepts of Management module.

The theories underpinning the cognitive process and elementary research techniques are delivered through lectures and supported via interactive seminars applying the theory to case study and discussion of issues arising.

As students move through the programme their ability to evaluate and synthesise information, and their problem solving skills are developed through their application to more complex case study problems through which independence of thought and practice are developed.

Research skills are introduced via the Concepts of Management module at level 4, but are predominantly developed at levels 5 and 6 via coursework application and in class case study analysis. Research is further developed via the Business and Innovation module.

Self-managed learning

Self-managed learning activities supplement in-class learning and will include the reading and critique of academic journals and their application to problem based exercises and peer debate. Links to core journals will be available via the VLE and on-line fora will be used to

encourage debate and discussion of key issues.

Engagement with coursework and the examination preparation are also key strategies to develop these skills.

In-Class

Practical skills development is delivered via lectures and interactive seminars and workshops. Processes and techniques are demonstrated during lectures and are then developed and applied to questions and exercises during seminars to reinforce learning.

The key practical skills are then continually developed throughout each level demonstrating progressive development. As students' progress through the Programme, there is a move away from the ability to perform practical skills to a greater emphasis on application in an SME context. There are also a series of workshops at level 4 developing enterprise awareness and the entrepreneurial mind-set as we engage in curriculum development around enterprise education.

Self-managed learning

The school's Student Enterprise Strategy details the enterprise engagement opportunities that students will have made available to them which will help them develop and demonstrate innovation, creativity, and enterprise skills and these activities have been developed under the following headings.

1. Business Solutions Centre, a student led consultancy service for clients within the university, student run start-ups and small businesses within the local area.
2. Links with societies, in particular student membership of the Institute of Directors, work as part of the Bright Futures society, the Enterprise Society and the Student Advisory Committee.
3. Induction, the School of Business supports the Enterprise Centre in a range of activities for induction, including the fresher's fair.
4. Extra-curricular activities, the school runs a series of extra curricula activities focused around developing the entrepreneurial capability and entrepreneurial effectiveness of students.

These are specifically taught and developed through dedicated modules; the Concepts of Management module at level 4 and the Business & Innovation modules at level 5.

Additionally, transferable skills development is embedded within all other modules through an integrated teaching and learning strategy.

In class

Methods are to be interactive and practical by nature, for example, group work based upon case study and in class presentations are used across both levels.

Spread sheet, planning and problem solving techniques are delivered in workshops and taught via application to case study problems and the synthesis of data.

Negotiating, influencing and presentation skills will be further developed via role play within the Business & Innovation module at level 5.

In addition transferable skills are developed throughout the teaching and learning seminars using small group discussions, student led presentations, exercises and case studies.

Self-managed learning

Reflective practice and work planning are all skills expected to be developed out of class hours. As above, elements of the school's Student Enterprise Strategy will assist in helping students to develop a range of transferable skills as well as developing a network of business contacts. Key activities are:

1. Business Solutions Centre, a student led consultancy service for clients within the university, student run start-ups and small businesses within the local area.
2. Links with societies, in particular student membership of the Institute of Directors, work as part of the Bright Futures society, the Enterprise Society and the Student Advisory Committee.
3. Induction, the School of Business supports the Enterprise Centre in a range of activities for induction, including the fresher's fair.
4. Extra-curricular activities, the school runs a series of extra curricula activities focused around developing the entrepreneurial capability and entrepreneurial effectiveness of students.

D. Assessment

Formative

Formative assessment activities provide opportunity for developmental feedback and reflective learning and are a key feature of teaching and learning strategy throughout the course, to ensure students engage in a process of continuous learning.

In-class testing with peer marking and feedback is a key formative assessment method throughout the programme; this testing will be supported by additional on line tests via the VLE which provide students with automatic feedback as to performance.

As students progress through the course, in class debate and discussion will provide students and staff with an understanding of the knowledge gained and areas of syllabi needing further reinforcement and delivery. This will allow staff to reflect on student performance and feed-forward into future delivery.

The VLE and in-class presentations can provide formative feedback to both staff and students as to the development of key intellectual skills.

Formative

Formative assessment via in-class tests, observation, peer review and debate can inform students and staff concerning the progress that has been made in areas of skill development.

Peer and staff review on a variety of in-class activities can provide formative feedback to students on the development of their transferable skills. This will allow staff to reflect on student performance and feed forward into future delivery.

Summative

The summative coursework assignments used to assess knowledge and understanding are diverse and set within a wider business context.

Examples of the range of assessment types are multiple choice tests (at level 4), business reports (at levels 5 and 6) academic research reports (at level 5 - 6), group work (at levels 4 - 6), and individual assignments (at levels 4 - 5).

Examinations are compulsory for all modules that embed professional body exemptions. They incorporate a variety of question types and assess a broad range of the syllabi content.

At level 4, intellectual skills are mainly assessed through coursework as examinations tend to assess knowledge and understanding of basic processes.

As students move through the academic levels examinations are also used to assess the application of knowledge to scenarios and assess their evaluation and problem solving techniques. These skills are also assessed via coursework on all core Business Management module.

Elementary research skills are primarily assessed via coursework. As students progress through the course, assessment methods will reflect the expectation that students will exhibit greater autonomy in their learning, refine their intellectual skills, and approach their work in a more evaluative manner.

Summative assessment will be via closed book examination, individual and group coursework through which practical skills can be demonstrated. IT skills are necessary to produce each piece of coursework.

The summative assessment of transferable skills is delivered through a variety of methods.

Group work based on case study is used to assess team working, leadership, communication and reflective skills.

Written communication is developed through report writing of both academic and business genres.

Verbal communication skills are developed through presentations at each level.

Numeracy skills are embedded throughout all core Analytical / Business Management modules.

E. Academic Regulations

The University's Academic Regulations apply for this course. Any course specific protocols will be identified here.

F. Entry Requirements

In order to be considered for entry to the course(s) applicants will be required to have the following qualifications:

2018 Entry

- A Level BCC **or:**
- BTEC National Diploma DMM **or:**
- Access to HE qualifications with 9 Distinctions and 36 Merits **or:**

- Equivalent Level 3 qualifications worth 112 UCAS points
- Applicants must hold 5 GCSEs A-C including Maths and English, or equivalent (reformed GCSEs grade 4 or above).
- We welcome equivalent qualifications from around the world. English language qualifications for international students: IELTS score of 6.0 or Cambridge Proficiency or Advanced Grade C.

Accreditation of Prior Learning (APL)

All awards for APL will be in line with the University's policy and current academic regulations.

Transfer credit

Transfer credit allows credit awarded by another HE Institution to contribute to the credit required for a London South Bank award. Credit may also be transferred from a previous experience of learning at LSBU.

Applicants will be considered on a case by case basis. Consideration of any request for transfer credit will only be confirmed against a transcript of credit or award certification and particular attention will be paid to grades achieved and number of attempts at the assessments.

Applicants for whom English is a foreign language should either hold a recognised qualification in English e.g. British Council IELTS (minimum 6.0) or the TOEFL equivalent. Applicants may be required to sit a pre-entry English test.

G. Course structure(s)

Course overview

The course is structured around 360 CATS points/credit or eighteen 20 credit modules.

The programme offers two main award names: Business Management with Accounting and Business Management with Accounting [placement].

The degrees are offered as a three-year full time course, and can be taken in the full-time mode as a sandwich course with a work placement year between level 5 and level 6 or via a part-time route. Those students on the full-time degree who do not wish to take the work placement year with progress to final year without placement.

Programme requirement information is provided as a series of tables to show the structure of each semester's core modules. This is followed by an options module listing for each level.

At each level all full-time students study for 120 credits over a traditional academic year. Part-time students take a reduced diet of modules each semester with the full-time students (a maximum of 100 credits per year). For both full-time and part-time students the options offered are contingent on sufficient student demand. All options may not be available in any one year and new options may be added.

The tables below show the modules offered in each semester on the full-time mode. The semester offering will vary for students on the part-time mode. Part-time students may be unable to take all the Level 5 and 6 subject disciplines and should seek advice on appropriate module from the course director.

The semester of delivery of all the modules may change in the future due to timetabling and resourcing requirements.

BA (Hons) Business Management with Accounting– Full time (September start)

		Semester 1		Semester 2	
Level 4	Concepts of Management (core)	20	Business Economics (core)	20	
	Financial Accounting Fundamentals (core)	20	Management and Information Systems (core)	20	
	Principles of Marketing (core)	20	People and Organisations (core)	20	
Level 5	Business Ethics Today: Social and Legal Foundations (core)	20	Managing Business Logistics and Negotiations (core)	20	
	Managing Business and Innovation (core)	20	Financial Accounting & Analysis (core)	20	
	Managing the Principles of e Business (core)	20	1 option module (as per the list below)	20	
Level 5 Options			A Foreign Language and Applied Research Report (option)	20	
			Business Contracts (option)	20	
			Creative and Media Planning (option)	20	
			Diagnostic Analytics (option)	20	
			Emerging Markets, and the Asia-Pacific Business Environment (option)	20	
			Entrepreneurial Mind-set Business Discovery and Development (option)	20	
			Environmental Economics and Sustainability (option)	20	
			Fundamentals of Finance (option)	20	
			Fundamentals of Project Management (option)	20	
			Human Resource Management (option)	20	
			Luxury! (option)	20	
		Marketing Research (option)	20		

			Retail Operations (option)	20	
			Social Media in a Business Context (option)	20	
			The Customer Experience Manager (option)	20	
			The Media Relations Manager (option)	20	
Level 6	Strategic Management and Leadership (core)	20	Audit and Assurance (core)	20	
	Managing and Leading SMEs (core)	20	One option from the list (as below)	20	
	Financial Reporting (core)	20	One option from the list (as below)	20	
Level 6 Options			Brand Management (option)	20	
			Business Risk Management (option)	20	
			Business Research Methods (option)	20	
			Direct and Digital Marketing Strategy (option)	20	
			Enterprise Placement Module (option)	20	
			Entrepreneurial Finance (option)	20	
			Labour and Capital in an Age of Globalisation (option)	20	
			Legal Protection of Business Creativity (option)	20	
			Management Accounting for Decision Making (option)	20	
			Mobile Applications – from Idea to Mass Adoption (option)	20	
			MSP - Managing Successful Programmes (Certification) (option)	20	
			PR Propaganda & Persuasive Communications (option)	20	
			Practical Analytics (option)	20	

			PRINCE2® Foundation – Training (Certification) (option)	20
			Professional Placement Module (option)	20
			Resourcing and Reward (option)	20
			Retail Boutiques and Shopper Behaviour (option)	20
			Social Impacts of Systems in Contemporary Society (option)	20
			Individual and Organisational Learning and Development (option)	20

BA (Hons) Business Management with Accounting– Full time (January Start)

	Semester 1 (Jan – June)		Semester 2 (Sept – Jan)	
Level 4	Concepts of Management (core)	20	Financial Accounting Fundamentals (core)	20
	Management and Information Systems (core)	20	Business Economics (core)	20
	People and Organisations (core)	20	Principles of Marketing (core)	20
Level 5	Managing Business Logistics and Negotiations (core)	20	Business Ethics Today: Social and Legal Foundations (core)	20
	Financial Accounting & Analysis (core)	20	Managing Business and Innovation (core)	20
	1 option module (as per the list below)	20	Managing the Principles of e Business (core)	20
Level 5 Options	A Foreign Language and Applied Research Report (option)	20		
	Business Contracts (option)	20		
	Creative and Media Planning (option)	20		
	Diagnostic Analytics (option)	20		
	Emerging Markets, and the Asia-Pacific Business Environment (option)	20		
	Entrepreneurial Mind-set Business Discovery and Development (option)	20		
	Environmental Economics and Sustainability (option)	20		
	Fundamentals of Finance (option)	20		
	Fundamentals of Project Management (option)	20		
	Human Resource Management (option)	20		
	Luxury! (option)	20		
	Marketing Research (option)	20		
	Retail Operations (option)	20		
Social Media in a Business Context (option)	20			

	The Customer Experience Manager (option)	20			
	The Media Relations Manager (option)	20			
Level 6	Audit and Assurance (core)	20	Strategic Management and Leadership (core)	20	
	One option from the list (as below)	20	Managing and Leading SMEs (core)	20	
	One option from the list (as below)	20	Financial Reporting (core)	20	
Level 6 Options	Brand Management (option)	20			
	Business Risk Management (option)	20			
	Business Research Methods (option)	20			
	Direct and Digital Marketing Strategy (option)	20			
	Enterprise Placement Module (option)	20			
	Entrepreneurial Finance (option)	20			
	Labour and Capital in an Age of Globalisation (option)	20			
	Legal Protection of Business Creativity (option)	20			
	Management Accounting for Decision Making (option)	20			
	Mobile Applications – from Idea to Mass Adoption (option)	20			
	MSP - Managing Successful Programmes (Certification) (option)	20			
	PR Propaganda & Persuasive Communications (option)	20			
	Practical Analytics (option)	20			
	PRINCE2® Foundation – Training (Certification) (option)	20			
	Professional Placement Module (option)	20			
	Resourcing and Reward (option)	20			

	Retail Boutiques and Shopper Behaviour (option)	20		
	Social Impacts of Systems in Contemporary Society (option)	20		
	Individual and Organisational Learning and Development (option)	20		

Placements information

Students have the opportunity to find and carry out a yearlong placement between levels 5 and 6 (years 2 and 3) of their course.

H. Course Modules

Whilst every effort will be made to make all option modules available there may be instances when for operational or academic reasons that a particular module will not run. In this case students will be counselled and an appropriate alternative agreed.

Module Code	Module Title	Level	Semester	Credit value	Assessment
BBS_4_COM	Concepts of Management (core)	4	B	20	Coursework
BAF_4_FAF	Financial Accounting Fundamentals (core)	4	1	20	Coursework Exam
BBM_4_PRM	Principles of Marketing (core)	4	1	20	Coursework
BBS_4_ECO	Business Economics (core)	4	B	20	Coursework
BBS_4_MIS	Management and Information Systems (core)	4	2	20	Coursework
BBM_4_PEO	People and Organisations (core)	4	2	20	Coursework
BBS_5_BET	Business Ethics Today: Social and Legal Foundations (core)	5	1	20	Coursework
BBS_5_MBI	Managing Business and Innovation (core)	5	1	20	Coursework

BBS_5_MPB	Managing the Principles of e business (core)	5	1	20	Coursework
BBS_5_MBL	Managing Business Logistics and Negotiations (core)	5	2	20	Coursework
BAF_5_FAA	Financial Accounting & Analysis (core)	5	2	20	Coursework Exam
BBS_5_FLR	A Foreign Language and Applied Research Report (option)	5	2	20	Coursework
BBS_5_BCT	Business Contracts (option)	5	2	20	Coursework Exam
BBM_5_CMP	Creative and Media Planning (option)	5	2	20	Coursework
BBS_5_DAN	Diagnostic Analytics (option)	5	2	20	Coursework Exam
BBS_5_EMM	Emerging Markets, and the Asia-Pacific Business Environment (option)	5	2	20	Coursework Exam
BBS_5_BDD	Entrepreneurial Mind-set Business Discovery and Development (option)	5	2	20	Coursework
BBS_5_EEC	Environmental Economics and Sustainability (option)	5	2	20	Coursework
BAF_5_FOF	Fundamentals of Finance (option)	5	2	20	Coursework Exam
BBS_5_FPM	Fundamentals of Project Management(option)	5	2	20	Coursework
BBM_5_HRE	Human Resource Management (option)	5	2	20	Coursework Exam
BBM_5_LUX	Luxury! (option)	5	2	20	Coursework
BBM_5_MRE	Marketing Research (option)	5	2	20	Coursework
BBM_5_ROP	Retail Operations (option)	5	2	20	Coursework
BBS_5_SMB	Social Media in a Business Context (option)	5	2	20	Coursework

BBS_5_CEM	The Customer Experience Manager (option)	5	2	20	Coursework
BBM_5_MRM	The Media Relations Manager (option)	5	2	20	Coursework
BBM_6_SML	Strategic Management and Leadership (core)	6	1	20	Coursework
BBM_6_MLS	Managing and Leading SMEs (core)	6	1	20	Coursework
BAF_6_FRE	Financial Reporting (core)	6	1	20	Coursework Exam
BA_6_AAS	Audit and Assurance (core)	6	2	20	Coursework Exam
BBM_6_BMG	Brand Management (option)	6	2	20	Coursework
BBS_6_BRM	Business Risk Management (option)	6	2	20	Coursework
BBS_6_REM	Business Research Methods (option)	6	2	20	Coursework
BBM_6_DDM	Direct and Digital Marketing Strategy (option)	6	2	20	Coursework
BBS_6_EPM	Enterprise Placement Module (option)	6	2	20	Coursework
BAF_6_EFI	Entrepreneurial Finance (option)	6	2	20	Coursework
BBS_6_LCA	Labour and Capital in an Age of Globalisation (option)	6	2	20	Coursework Exam
BBS_6_LPB	Legal Protection of Business Creativity (option)	6	2	20	Coursework
BAF_6_MAD	Management Accounting for Decision Making (option)	6	2	20	Coursework
BBS_6_MAP	Mobile Applications – from Idea to Mass Adoption (option)	6	2	20	Coursework
BBS_6_MSP	MSP - Managing Successful Programmes (Certification) (option)	6	2	20	Coursework Exam

BBM_6_PRP	PR Propaganda & Persuasive Communications (option)	6	2	20	Coursework
BBS_6_PRA	Practical Analytics (option)	6	2	20	Coursework
BBS_6_PRI	PRINCE2® Foundation – Training (Certification) (option)	6	2	20	Coursework Exam
BBS_6_PPM	Professional Placement Module (option)	6	2	20	Coursework
BBM_6_RER	Resourcing and Reward (option)	6	2	20	Coursework Exam
BBS_6_RBS	Retail Boutiques and Shopper Behaviour (option)	6	2	20	Coursework
BBS_6_SIC	Social Impacts of Systems in Contemporary Society (option)	6	2	20	Coursework
BBM_6_IOL	Individual and Organisational Learning and Development (option)	6	2	20	Coursework

I. Timetable information

This course is delivered over three days per week but this may be subject to change if change is needed to enhance your experience.

Outside of the standard delivery you are expected to engage in extra curricular activity, work placements and private study.

You can expect to receive a confirmed timetable during Welcome Week and you will be kept informed of any changes.

J. Costs and financial support

Course related costs

All of your course notes and learning materials are provided to you via our VLE, however you will be expected to purchase the core texts for each module and to supply your own stationery.

The university does have IT resources in the library (PCs & laptops) which you can use, however it would be beneficial to you if you had your own lap top device which you can use both in the classroom and for private study.

If you spend time away from the University on a placement or an internship then the cost

of travel and suitable business attire is not included within your fee.

Tuition fees/financial support/accommodation and living costs

- Information on tuition fees/financial support can be found by clicking on the following link - <http://www.lsbu.ac.uk/courses/undergraduate/fees-and-funding> or
- <http://www.lsbu.ac.uk/courses/postgraduate/fees-and-funding>
- Information on living costs and accommodation can be found by clicking the following link- <https://my.lsbu.ac.uk/my/portal/Student-Life-Centre/International-Students/Starting-at->

List of Appendices

Appendix A: Curriculum Map

Appendix B: Educational Framework (undergraduate courses)

Appendix C: Terminology

Appendix A: Curriculum Map

This map provides a design aid to help course teams identify where course outcomes are being developed, taught and assessed within the course. It also provides a checklist for quality assurance purposes and may be used in validation, accreditation and external examining processes. Making the learning outcomes explicit will also help students to monitor their own learning and development as the course progresses.

Core Modules	Course Learning Outcomes																							
	A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	C1	C2	C3	C4	D1	D2	D3	D4	D5	D6	D7	D8
Level 4																								
Concepts of Management								TD		D			D				TD A	TD A	TD A	D	TD A	TD	TD	D
Financial Accounting Fundamentals		TD A	D	TD	TD A	D	TD A	TD A		TD A	D	TD A	TD	TD A	D	DA				D	TD A			TD A
Principles of Marketing	TD A	TD A	D	TD	TD A			TD A	TD	TD	D				TD								TD	
People & Organisations			TD A	TD A				TD						TD	TD		TD A	TD A	TD A	TD		TD A	TD A	
Business Economics	TD A	TD A	TD A	TD A		TD A		TD A		TD A	TD A		TD	TD A	TD A	DA			DA	DA	TD A			
Management & Information Systems		TD A	DA			TD A	TD A		DA	DA						TD A						DA		
Level 5																								
Business Ethics Today: Social & Legal Foundations		D	TD A	TD A				DA		TD A	DA				DA				DA	DA			TD A	
Managing Business Logistics & Negotiations	TD A	TD A	D		TD A			TD A		TD A			D	D	DA							TD A	TD A	
The Principles of Managing E-Business	TD A	TD A	TD A	TD A		TD A		TD A					TD		TD A	TD A			DA			DA	DA	
Managing Business and Innovation		D	TD A	TD A	DA			TD A	TD A	TD A			TD A		TD A		TD A	TD A			DA	TD A		
Financial Accounting & Analysis							TD A					TD A												TD A
Level 6																								
Strategic Management & Leadership	DA	TD A	TD A					TD A	TD A	TD A	TD A			D	TD A		D	D	DA					
Managing and Leading SMEs	DA	TD A	TD A	TD A				TD A	TD A	TD A	TD A			D	DA		D	D		TD A		TD A	DA	

Financial Reporting							TD A					TD A												TD A
Audit & Assurance							TD A					TD A												TD A

Appendix B: Embedding the Educational Framework for Undergraduate Courses

The Educational Framework at London South Bank University is a set of principles for curriculum design and the wider student experience that articulate our commitment to the

highest standards of academic knowledge and understanding applied to the challenges of the wider world.

The Educational Framework reflects our status as University of the Year for Graduate Employment awarded by *The Times and The Sunday Times Good University Guide 2018* and builds on our 125 year history as a civic university committed to fostering social mobility through employability and enterprise, enabling our students to translate academic achievement into career success.

There are four key characteristics of LSBU's distinctive approach to the undergraduate curriculum and student experience:

- Develop students' professional and vocational skills through application in industry-standard facilities
- Develop our students' graduate attributes, self-awareness and behaviours aligned to our EPIIC values
- Integrate opportunities for students to develop their confidence, skills and networks into the curriculum
- Foster close relationships with employers, industry, and Professional, Statutory and Regulatory Bodies that underpin our provision (including the opportunity for placements, internships and professional opportunities)

The dimensions of the Educational Framework for curriculum design are:

- **informed by employer and industry** needs as well as professional, statutory and regulatory body requirements
- **embedded learning development** for all students to scaffold their learning through the curriculum taking into account the specific writing and thinking requirements of the discipline/profession
- **high impact pedagogies** that enable the development of student professional and vocational learning through application in industry-standard or authentic workplace contexts
- **inclusive teaching, learning and assessment** that enables all students to access and engage the course
- **assessment for learning** that provides timely and formative feedback

All courses should be designed to support these five dimensions of the Educational Framework. Successful embedding of the Educational Framework requires a systematic approach to course design and delivery that conceptualises the student experience of the curriculum as a whole rather than at modular level and promotes the progressive development of understanding over the entire course. It also builds on a well-established evidence base across the sector for the pedagogic and assessment experiences that contribute to high quality learning.

This appendix to the course specification document enables course teams to evidence how their courses meet minimum expectations, at what level where appropriate, as the basis for embedding the Educational Framework in all undergraduate provision at LSBU.

Dimension of the Educational Framework	Minimum expectations and rationale	How this is achieved in the course																														
Curricula informed by employer and industry need	<p><u>Outcomes focus and professional/employer links</u></p> <p>All LSBU courses will evidence the involvement of external stakeholders in the curriculum design process as well as plan for the participation of employers and/or alumni through guest lectures or Q&A sessions, employer panels, employer-generated case studies or other input of expertise into the delivery of the course provide students with access to current workplace examples and role models. Students should have access to employers and/or alumni in at least one module at level 4.</p>	<p>This course has ACCA, IOEE, CMI and CIMA Professional Body accreditation.</p> <p>ACCA exceptions are granted on passing and completing the following:</p> <table border="1" data-bbox="887 658 1401 1906"> <tbody> <tr> <td>ACCA paper</td> <td>LSBU module</td> </tr> <tr> <td>Accountant in Business (AB)</td> <td>On completion of the degree</td> </tr> <tr> <td>Management Accounting (MA)</td> <td>On completion of the degree</td> </tr> <tr> <td>Financial Accounting (FA)</td> <td>On completion of the degree</td> </tr> <tr> <td>Audit and Assurance (AA)</td> <td>Audit and Assurance (BAF-6-AAS)</td> </tr> <tr> <td>Financial Reporting (FR)</td> <td>Financial Reporting (BAF-6-FRE)</td> </tr> <tr> <td colspan="2" style="text-align: center;">FIA Qualification</td> </tr> <tr> <td>FA1 Recording Financial Transactions</td> <td>On completion of the degree</td> </tr> <tr> <td>MA1 Management Information</td> <td>On completion of the degree</td> </tr> <tr> <td>FA2 Maintaining Financial Records</td> <td>On completion of the degree</td> </tr> <tr> <td>MA2 Managing Costs and Finance</td> <td>On completion of the degree</td> </tr> <tr> <td>FAB Accountant in Business</td> <td>On completion of the degree</td> </tr> <tr> <td>FMA Management Accounting</td> <td>On completion of the degree</td> </tr> <tr> <td>FFA Financial Accounting</td> <td>On completion of the degree</td> </tr> <tr> <td>FAU Foundations in Audit</td> <td>AUDIT AND ASSURANCE (BAF-6-AAS)</td> </tr> </tbody> </table> <p>Exemption is available for the IOEE certificate in Enterprise Management for passing and completing the BA</p>	ACCA paper	LSBU module	Accountant in Business (AB)	On completion of the degree	Management Accounting (MA)	On completion of the degree	Financial Accounting (FA)	On completion of the degree	Audit and Assurance (AA)	Audit and Assurance (BAF-6-AAS)	Financial Reporting (FR)	Financial Reporting (BAF-6-FRE)	FIA Qualification		FA1 Recording Financial Transactions	On completion of the degree	MA1 Management Information	On completion of the degree	FA2 Maintaining Financial Records	On completion of the degree	MA2 Managing Costs and Finance	On completion of the degree	FAB Accountant in Business	On completion of the degree	FMA Management Accounting	On completion of the degree	FFA Financial Accounting	On completion of the degree	FAU Foundations in Audit	AUDIT AND ASSURANCE (BAF-6-AAS)
ACCA paper	LSBU module																															
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FMA Management Accounting	On completion of the degree																															
FFA Financial Accounting	On completion of the degree																															
FAU Foundations in Audit	AUDIT AND ASSURANCE (BAF-6-AAS)																															

(Hons) Business Management core modules at level 5 need. For the Diploma in Enterprise Management core modules at level 6 need to be passed and completed.

Those who complete the Enterprise placement can apply for the Introductory Certificate in Enterprise Creation & Enterprise Management and those that go on to take the level 6 Enterprise Placement module can apply for the Introductory Diploma in Enterprise Creation & Enterprise Management.

The Introductory Diploma in Small Business Finance is also available for Students who complete and pass the level 6 Entrepreneurial Finance optional module.

The CIM level 5 diploma in Management and Leadership is granted on passing and completing the following:

CMI unit	LSBU module
CMI Unit 5004V1 Practices of resource management	Core: BBS_5_MBL Managing Business Logistics and Negotiations
CMI Unit 5006V1 Conducting a management project	Core: BBS_6_MLS Managing and Leading SMEs
CMI Unit 5012V1 Being a leader CMI Unit 5013V1 Leadership practice	Core: BBM_6_SML Strategic Management and Leadership
CMI Unit 5002V1 Information based decision making	Core: BBS_4_MIS Management and Information Systems

CIMA exceptions granted on passing and completing the following:

		<table border="1"> <tr> <th data-bbox="882 219 1142 253">CIMA Paper</th> <th data-bbox="1142 219 1409 253">LSBU module</th> </tr> <tr> <td data-bbox="882 253 1142 389">BA1 Fundamentals of Business Economics</td> <td data-bbox="1142 253 1409 389">Core: BBS_4_ECO Business Economics</td> </tr> <tr> <td data-bbox="882 389 1142 557">BA2 Fundamentals of Management Accounting</td> <td data-bbox="1142 389 1409 557">Elective: BAF_6_MAD Management Accounting for Decision Making</td> </tr> <tr> <td data-bbox="882 557 1142 725">BA3 Fundamentals of Financial Accounting</td> <td data-bbox="1142 557 1409 725">Core: BAF_4_FAF Financial Accounting Fundamentals</td> </tr> <tr> <td data-bbox="882 725 1142 927">BA4 Fundamentals of Ethics, Corporate Governance and Business Law</td> <td data-bbox="1142 725 1409 927">Core: BBS_5_BET Business Ethics Today: Social and Legal Foundations</td> </tr> </table> <p data-bbox="882 1003 1409 1066">The professional body requirements inform the course content and design.</p> <p data-bbox="882 1104 1409 1301">This accreditation provides affirmation that students completing the course develop the correct level of skills knowledge and attributes necessary for successful transition into the profession on graduation.</p> <p data-bbox="882 1339 1409 1503">We teach using an applied character based education model, developing the whole student via the practical application of knowledge and skills to live scenarios wherever possible</p> <p data-bbox="882 1541 1409 1771">To support this aim we work as one networked community with our stakeholders to provide opportunity to students through guest lectures, employer panels and live case studies, this thread runs throughout the course and throughout each module.</p>	CIMA Paper	LSBU module	BA1 Fundamentals of Business Economics	Core: BBS_4_ECO Business Economics	BA2 Fundamentals of Management Accounting	Elective: BAF_6_MAD Management Accounting for Decision Making	BA3 Fundamentals of Financial Accounting	Core: BAF_4_FAF Financial Accounting Fundamentals	BA4 Fundamentals of Ethics, Corporate Governance and Business Law	Core: BBS_5_BET Business Ethics Today: Social and Legal Foundations
CIMA Paper	LSBU module											
BA1 Fundamentals of Business Economics	Core: BBS_4_ECO Business Economics											
BA2 Fundamentals of Management Accounting	Elective: BAF_6_MAD Management Accounting for Decision Making											
BA3 Fundamentals of Financial Accounting	Core: BAF_4_FAF Financial Accounting Fundamentals											
BA4 Fundamentals of Ethics, Corporate Governance and Business Law	Core: BBS_5_BET Business Ethics Today: Social and Legal Foundations											
Embedded learning development	<p data-bbox="400 1816 866 1883"><u>Support for transition and academic preparedness</u></p> <p data-bbox="400 1890 866 2072">At least two modules at level 4 should include embedded learning development in the curriculum to support student understanding of, and familiarity with, disciplinary</p>	<p data-bbox="882 1816 1409 1944">All modules at Level 4 are designed to support student transition into Higher Education and academic preparedness.</p> <p data-bbox="882 1982 1409 2072">The Concepts of Management module has a specific focus on learning support and has the Be coaching</p>										

	<p>ways of thinking and practising (e.g. analytical thinking, academic writing, critical reading, reflection). Where possible, learning development will be normally integrated into content modules rather than as standalone modules. Other level 4 modules should reference and reinforce the learning development to aid in the transfer of learning.</p>	<p>programme embedded within it.</p> <p>Financial Accounting Fundamentals and Economics I has a particular focus on analytical thinking.</p> <p>The Concepts of Management and People and Organisations module develops reflection.</p> <p>Academic writing is explored across all modules and The Introduction to Marketing Module has a focus on critical reading.</p> <p>All modules make cross reference to each other and reinforce learning and development throughout the students' journey.</p>
High impact pedagogies	<p><u>Group-based learning experiences</u></p> <p>The capacity to work effectively in teams enhances learning through working with peers and develops student outcomes, including communication, networking and respect for diversity of perspectives relevant to professionalism and inclusivity. At least one module at level 4 should include an opportunity for group working. Group-based learning can also be linked to assessment at level 4 if appropriate. Consideration should be given to how students are allocated to groups to foster experience of diverse perspectives and values.</p>	<p>All Courses and each level has at least one element of group coursework. At Level 4 this is embedded within the Concepts of Management module and the People and Organisations module.</p> <p>Students are allocated groups for the CoM module to ensure diversification. During this module they complete a Belbin analysis of group skills so that they are reflecting on diversity of mindset and skills in addition to ethnicity, gender and age.</p> <p>Values are explored in the COM module and we also discuss the benefits of alternative lenses and respecting boundaries, and work in partnerships and the setting up of a partnership agreement.</p>
Inclusive teaching, learning and assessment	<p><u>Accessible materials, resources and activities</u></p> <p>All course materials and resources, including course guides, PowerPoint presentations, handouts and Moodle should be provided in an accessible format. For example, font type and size, layout and colour as well as captioning or transcripts for audio-visual materials. Consideration</p>	<p>All course materials and resources, including course guides, PowerPoint presentations, handouts and Moodle are provided in an accessible format.</p> <p>Four module at Level 4 have lecture capture.</p>

	should also be given to accessibility and the availability of alternative formats for reading lists.	
Assessment for learning	<p><u>Assessment and feedback to support attainment, progression and retention</u></p> <p>Assessment is recognised as a critical point for at risk students as well as integral to the learning of all students. Formative feedback is essential during transition into university. All first semester modules at level 4 should include a formative or low-stakes summative assessment (e.g. low weighted in final outcome for the module) to provide an early opportunity for students to check progress and receive prompt and useable feedback that can feed-forward into future learning and assessment. Assessment and feedback communicates high expectations and develops a commitment to excellence.</p>	<p>All modules have formative assessment and feedback throughout delivery. Often feedback is face to face in class feedback from tutors and peers.</p> <p>Students always have the opportunity to use the feedback to feed forward into the final summative assessment.</p>
High impact pedagogies	<p><u>Research and enquiry experiences</u></p> <p>Opportunities for students to undertake small-scale independent enquiry enable students to understand how knowledge is generated and tested in the discipline as well as prepare them to engage in enquiry as a highly sought after outcome of university study. In preparation for an undergraduate dissertation at level 6, courses should provide opportunities for students to develop research skills at level 4 and 5 and should engage with open-ended problems with appropriate support. Research opportunities should build student autonomy and are likely to encourage creativity and problem-solving.</p>	<p>Research enquiry is embedded in the teaching and assessment across the programme. Moreover, learning and application of research methods begins right from the start of the course and continues throughout. The aim is to enable students to see the linkage between theories and methods and their practical application within a real world context.</p> <p>Examples of this can be seen in the Concepts of Management module EPIIC bag challenge, the Managing Business and Innovation module through the use of the business simulation software SIM venture and the integrated case study assessment across the level 6 Strategic Management and Leadership and Managing and Leading SME modules.</p>

	Dissemination of student research outcomes, for example via posters, presentations and reports with peer review, should also be considered.	
Curricula informed by employer and industry need / Assessment for learning	<p><u>Authentic learning and assessment tasks</u> Live briefs, projects or equivalent authentic workplace learning experiences and/or assessments enable students, for example, to engage with external clients, develop their understanding through situated and experiential learning in real or simulated workplace contexts and deliver outputs to an agreed specification and deadline. Engagement with live briefs creates the opportunity for the development of student outcomes including excellence, professionalism, integrity and creativity. A live brief is likely to develop research and enquiry skills and can be linked to assessment if appropriate.</p>	Focus on real life case studies and development of the employability skills expected in a work-ready graduate are integral to the course . Alongside the teaching programme we will run a series of HEAR badged extracurricular activities focusing on enhancement of student employability, designed in partnership with employers, professional bodies, our LSBU careers department and LSBU societies and the Enterprise Centre.
Inclusive teaching, learning and assessment	<p><u>Course content and teaching methods acknowledge the diversity of the student cohort</u> An inclusive curriculum incorporates images, examples, case studies and other resources from a broad range of cultural and social views reflecting diversity of the student cohort in terms of, for example, gender, ethnicity, sexuality, religious belief, socio-economic background etc. This commitment to inclusivity enables students to recognise themselves and their experiences in the curriculum as well as foster understanding of other viewpoints and identities.</p>	<p>All of our modules are delivered with a commitment to the inclusive curriculum.</p> <p>All case studies, images and resources are drawn upon to reflect the diversity of our cohort.</p>
Curricula informed by employer and industry need	<p><u>Work-based learning</u> Opportunities for learning that is relevant to future employment or undertaken in a workplace setting are fundamental to developing</p>	We deliver Applied Character Based education whereby student work on case study, live briefs from employers, they can go on placements, internships

	<p>student applied knowledge as well as developing work-relevant student outcomes such as networking, professionalism and integrity. Work-based learning can take the form of work experience, internships or placements as well as, for example, case studies, simulations and role-play in industry-standards settings as relevant to the course. Work-based learning can be linked to assessment if appropriate.</p>	<p>and work on simulations (eg. SimVenture).</p>
<p>Embedded learning development</p>	<p><u>Writing in the disciplines:</u> <u>Alternative formats</u> The development of student awareness, understanding and mastery of the specific thinking and communication practices in the discipline is fundamental to applied subject knowledge. This involves explicitly defining the features of disciplinary thinking and practices, finding opportunities to scaffold student attempts to adopt these ways of thinking and practising and providing opportunities to receive formative feedback on this. A writing in the disciplines approach recognises that writing is not a discrete representation of knowledge but integral to the process of knowing and understanding in the discipline. It is expected that assessment utilises formats that are recognisable and applicable to those working in the profession. For example, project report, presentation, poster, lab or field report, journal or professional article, position paper, case report, handbook, exhibition guide.</p>	<p>Writing in the discipline is embedded throughout the programme and builds from level 4 upwards.</p> <p>Students develop their understanding of Business report writing, Client briefs, presenting information in number and cart format and Business communications more generally.</p> <p>Many of the modules are assessed via Presentation and pitching which are essential skills for the business professional.</p>

<p>High impact pedagogies</p>	<p><u>Multi-disciplinary, interdisciplinary or interprofessional group-based learning experiences</u> Building on experience of group working at level 4, at level 5 students should be provided with the opportunity to work and manage more complex tasks in groups that work across traditional disciplinary and professional boundaries and reflecting interprofessional work-place settings. Learning in multi- or interdisciplinary groups creates the opportunity for the development of student outcomes including inclusivity, communication and networking.</p>	<p>Students have the opportunity to work in our Business Solutions Center, an externally facing consultancy working on cross disciplinary projects with live customer briefs.</p> <p>In addition, they all have the opportunity to take up an internship or placement.</p> <p>All students have the opportunity to work in the curricular on live briefs supplied by employers.</p>
<p>Assessment for learning</p>	<p><u>Variation of assessment</u> An inclusive approach to curriculum recognises diversity and seeks to create a learning environment that enables equal opportunities for learning for all students and does not give those with a particular prior qualification (e.g. A-level or BTEC) an advantage or disadvantage. An holistic assessment strategy should provide opportunities for all students to be able to demonstrate achievement of learning outcomes in different ways throughout the course. This may be by offering alternate assessment tasks at the same assessment point, for example either a written or oral assessment, or by offering a range of different assessment tasks across the curriculum.</p>	<p>Modules are assessed using a wide variety of methodologies, these include:</p> <ul style="list-style-type: none"> • Group work • Individual work • Presentations • Peach Kuchma • Essay • Report • Reflection • Spreadsheet • Diaries • Pitching • Posters • Examination • Test <p>Most course works are built around case study and alternate assessments are made available where necessary.</p> <p>A mix of assessments are used at each level and on each programme and are appropriate to each discipline. Some are guided by professional body requirements.</p>
<p>Curricula informed by employer and industry need</p>	<p><u>Career management skills</u> Courses should provide support for the development of career management skills that enable student to be familiar with and</p>	<p>Core values of students are explored at Level 4 , enabling them to consider careers that give them happiness and satisfaction and that align to whom they are and what they want to be, how they want to live their lives.</p>

	<p>understand relevant industries or professions, be able to build on work-related learning opportunities, understand the role of self-appraisal and planning for lifelong learning in career development, develop resilience and manage the career building process. This should be designed to inform the development of excellence and professionalism.</p>	<p>At level 5 all students receive in curricular an Employability hour (12 x 1 hour), in which they receive guidance on the job market, CVs, on line profile ned social media, interviews, elevator pitching industries, professionals, entrepreneurs, networking, assessment centers. This is supported by industry and professional body guest lectures and alumni</p> <p>We run a series of extra curricular events and workshops to support and run our annual employability day which all students can engage in, culminating in an alumni networking session.</p> <p>At level 6 we have a Leadership club to support self selecting students to network at a higher level and to provide further 'leadership' development and we develop their ability to narrate their own journey.</p> <p>We are to pilot an alumni mentoring programme in 18/19.</p>
<p>Curricula informed by employer and industry need / Assessment for learning / High impact pedagogies</p>	<p><u>Capstone project/dissertation</u> The level 6 project or dissertation is a critical point for the integration and synthesis of knowledge and skills from across the course. It also provides an important transition into employment if the assessment is authentic, industry-facing or client-driven. It is recommended that this is a capstone experience, bringing together all learning across the course and creates the opportunity for the development of student outcomes including professionalism, integrity and creativity.</p>	

Appendix C: Terminology

[Please provide a selection of definitions according to your own course and context to help prospective students who may not be familiar with terms used in higher education. Some examples are listed below]

awarding body	a UK higher education provider (typically a university) with the power to award higher education qualifications such as degrees
bursary	a financial award made to students to support their studies; sometimes used interchangeably with 'scholarship'
collaborative provision	a formal arrangement between a degree-awarding body and a partner organisation, allowing for the latter to provide higher education on behalf of the former
compulsory module	a module that students are required to take
contact hours	the time allocated to direct contact between a student and a member of staff through, for example, timetabled lectures, seminars and tutorials
coursework	student work that contributes towards the final result but is not assessed by written examination
current students	students enrolled on a course who have not yet completed their studies or been awarded their qualification
delivery organisation	an organisation that delivers learning opportunities on behalf of a degree-awarding body
distance-learning course	a course of study that does not involve face-to-face contact between students and tutors
extracurricular	activities undertaken by students outside their studies
feedback (on assessment)	advice to students following their completion of a piece of assessed or examined work
formative assessment	a type of assessment designed to help students learn more effectively, to progress in their studies and to prepare for summative assessment; formative assessment does not contribute to the final mark, grade or class of degree awarded to students

higher education provider	organisations that deliver higher education
independent learning	learning that occurs outside the classroom that might include preparation for scheduled sessions, follow-up work, wider reading or practice, completion of assessment tasks, or revision
intensity of study	the time taken to complete a part-time course compared to the equivalent full-time version: for example, half-time study would equate to 0.5 intensity of study
lecture	a presentation or talk on a particular topic; in general lectures involve larger groups of students than seminars and tutorials
learning zone	a flexible student space that supports independent and social learning
material information	information students need to make an informed decision, such as about what and where to study
mode of study	different ways of studying, such as full-time, part-time, e-learning or work-based learning
modular course	a course delivered using modules
module	a self-contained, formally structured unit of study, with a coherent and explicit set of learning outcomes and assessment criteria; some providers use the word 'course' or 'course unit' to refer to individual modules
national teaching fellowship	a national award for individuals who have made an outstanding impact on student learning and the teaching profession
navigability (of websites)	the ease with which users can obtain the information they require from a website
optional module	a module or course unit that students choose to take
performance (examinations)	a type of examination used in performance-based subjects such as drama and music
professional body	an organisation that oversees the activities of a particular profession and represents the interests of its members
prospective student	those applying or considering applying for any programme, at any level and employing any mode of study, with a higher education provider

regulated course	a course that is regulated by a regulatory body
regulatory body	an organisation recognised by government as being responsible for the regulation or approval of a particular range of issues and activities
scholarship	a type of bursary that recognises academic achievement and potential, and which is sometimes used interchangeably with 'bursary'
semester	either of the parts of an academic year that is divided into two for purposes of teaching and assessment (in contrast to division into terms)
seminar	seminars generally involve smaller numbers than lectures and enable students to engage in discussion of a particular topic and/or to explore it in more detail than might be covered in a lecture
summative assessment	formal assessment of students' work, contributing to the final result
term	any of the parts of an academic year that is divided into three or more for purposes of teaching and assessment (in contrast to division into semesters)
total study time	the total time required to study a module, unit or course, including all class contact, independent learning, revision and assessment
tutorial	one-to-one or small group supervision, feedback or detailed discussion on a particular topic or project
work/study placement	a planned period of experience outside the institution (for example, in a workplace or at another higher education institution) to help students develop particular skills, knowledge or understanding as part of their course
workload	see 'total study time'
written examination	a question or set of questions relating to a particular area of study to which candidates write answers usually (but not always) under timed conditions

Knowledge and Understanding	Knowledge And Understanding	Intellectual	Practical	Transferable
Markets: the development, access and operation of markets for resources, goods and services.	A1, A2, A5			
Marketing and sales: different approaches for segmentation, targeting, positioning generating sales and the need for innovation in product and service design.	A1, A2, A5			
Customers: management of customer expectations, relationships and development of service excellence.				
Finance: the sources, uses and management of finance and the use of Finance and other information systems for planning, control, decision making and managing financial risk.	A1, A2, A5			
People: leadership, management and development of people and organisations including the implications of the legal context.	A3, A4			
Organisational behaviour: design, development of organisations, including cross-cultural issues, change, diversity and values.	A2, A3, A4			
Operations: the management of resources, the supply chain, procurement, logistics, outsourcing and quality systems.	A1, A2, A5			
Information systems and business intelligence: the development, management, application and implementation of information systems and their impact upon organisations.				
Communications: the comprehension and use of relevant communications for application in business and management, including the use of digital tools.	A1, A2, A6			
Digital business: the development of strategic priorities to deliver business at speed in an environment where digital technology has reshaped traditional revenue and business models.				
Business policy and strategy: the development of appropriate policies and strategies within a changing environment to meet stakeholder interests, and the use of risk management techniques and business continuity planning to help maximise achievement of strategic objectives.	A1, A2, A5			
Business innovation and enterprise development: taking innovative business ideas to create new products, services or organisations including the identification of Intellectual Property and appreciation of its value.	A1			
Social responsibility: the need for individuals and organisations to manage responsibly and behave ethically in relation to social, cultural, economic and environmental issues.	A4			
Specific Skills and Practice				
People management: to include communications, team building, leadership and motivating others.				D3, D6, D7
Problem solving and critical analysis: analysing facts and circumstances to determine the cause of a problem and identifying and selecting appropriate solutions.		B1, B3, B4	C3	D5, D7

Research: the ability to analyse and evaluate a range of business data, sources of information and appropriate methodologies, which includes the need for strong digital literacy, and to use that research for evidence-based decision-making.		B2, B3, B4	C2, C4	D5
Commercial acumen: based on an awareness of the key drivers for business success, causes of failure and the importance of providing customer satisfaction and building customer loyalty.		B1, B2, B3, B4	C1, C3	
Innovation, creativity and enterprise: the ability to act entrepreneurially to generate, develop and communicate ideas, manage and exploit intellectual property, gain support, and deliver successful outcomes.		B3, B4	C3	D3, D4, D6, D7
Numeracy: the use of quantitative skills to manipulate data, evaluate, estimate and model business problems, functions and phenomena.		B3	C2	D5
Networking: an awareness of the interpersonal skills of effective listening, negotiating, persuasion and presentation and their use in generating business contacts.				D3, D6, D7
Generic Skills				
Ability to work collaboratively both internally and with external customers and an awareness of mutual interdependence.				D2, D3, D6, D7
Ability to work with people from a range of cultures.				D3, D6, D7
Articulating and effectively explaining information.				D3, D4, D7
Building and maintaining relationships.				D2, D6, D7
Communication and listening including the ability to produce clear, structured business communications in a variety of media.			C1, C2	D3, D6, D7
Emotional intelligence and empathy.				D6, D7
Conceptual and critical thinking, analysis, synthesis and evaluation.		B3, B4		D5
Self-management: a readiness to accept responsibility and flexibility, to be resilient, self-starting and appropriately assertive, to plan, organise and manage time.				D1, D2
Self reflection: self-analysis and an awareness/sensitivity to diversity in terms of people and cultures. This includes a continuing appetite for development.				D1, D2

Mapping of Common Course Learning Outcomes to the QAA Business and Management Benchmark Statement

Mapping of Common Course Learning Outcomes Against QAA Enterprise and Entrepreneurship Education: Guidance for UK Higher Education Providers 2012

Behaviours	Knowledge and Understanding	Intellectual	Practical	Transferable
The ability to seek out, be alert to, and identify opportunities (opportunity recognition)	A1	B4	C3	
Creative and innovative approaches (problem solving)		B1, B2, B3	C3	D5
The initiative to act on perceived opportunities while considering risk factors (taking action)	A3	B1, B4	C3	D5, D6
Independent responsibility for managing projects (managing autonomously)		B2, B4		D6
The ability to reflect and persevere in challenging environments in pursuit of achieving desired objectives or goals (personal awareness)		B3, B4		
Use of social skills to build trust, relationships and networks and to communicate ideas and information (networking and communication)				D3, D6, D7

Attributes	Knowledge and Understanding	Intellectual	Practical	Transferable
Recognise and achieve goals and ambitions, especially in response to challenge (goals and ambitions)				D1, D2
Enhance self-confidence and belief through practice of enterprising skills and behaviours (self-confidence)			C1, C3	D1
Demonstrate perseverance, resilience and determination to achieve goals, especially with challenging situations (perseverance)			C1, C3	D1, D2, D4
Recognise that they are in control of their own destiny (internal locus of control) and use this understanding effectively within enterprising situations			C3	D1, D2
Take action and learn both from actions and active experimentation (action orientation)		B1, B2	C3	D5
Innovate and offer creative solutions to challenging and complex problems (innovation and creativity)		B1, B3, B4	C3	

Skills	Knowledge and Understanding	Intellectual	Practical	Transferable
Take creative and innovative approaches that are evidenced through multiple solutions and reflective processes (creativity & innovation)		B1, B3, B4	C3	
Persuade others through informed opinion and negotiate support for ideas (persuasion and negotiation)		B3, B4	C2	D3, D4
Manage a range of enterprise projects and situations appropriately , for example by proposing alternatives or taking a holistic approach (approach to management)		B1, B3, B4	C1, C4	D6, D7
Evaluate issues and make decisions in situations of ambiguity uncertainty and risk (decision making)		B3, B4	D5	
Use networking skills effectively for example to build or validate ideas or to build support from ideas with potential colleagues or stakeholders (networking)				D3, D6, D7
Recognise patterns and opportunities in complex situations and environments (opportunity recognition)	A1	B4	C3	
Model and propose business opportunities that take account of financial implications, legal implications and issues of intellectual property (financial and business literacy)	A3, A4	B3	C2, C3, C4	